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MINUTES  
OF THE  
CIA CAREER SERVICE BOARD

7th Meeting, Thursday, 21 May 1953, at 4:00 P.M.

DCI's Conference Room, Administration Building

Present: Lyman B. Kirkpatrick, IG, Chairman  
Robert Amory, Jr., DD/I  
Matthew Baird, D/TR

[REDACTED] Ch/PP  
[REDACTED] D/NE, Alternate for AD/NE  
[REDACTED] Operations, Alternate for the DD/P  
[REDACTED] AD/Commo

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W. H. H. Morris, Jr., AD/P

Walter Reid Wolf, DD/A

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[REDACTED] CAO/DD/P, Guest

Lawrence K. White, A/DD/A, Guest

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[REDACTED] Executive Secretary  
[REDACTED] Reporter

1. The minutes of the 6th meeting of the CIA Career Service Board, held 23 April 1953, were approved.

2. Mr. Kirkpatrick, on assuming the Chairmanship of the Board, announced that he had requested General Morris, [REDACTED] and Colonel Baird to meet with him three Mondays a month and, together with any other member of the Board who so wished, to serve as a task force or steering group to go over matters that come before the Board and to insure that they are ready for policy discussion and the determination that will be made by the Board at its monthly meeting. He recommended that the Board set as its goal, the preparation by the first of September of a statement, "What the CIA Career Service Means to You" that would be available to each and every career employee of CIA. He referred to the desirability of proceeding with the Executive Inventory and of providing, with less paper work if possible, guidance to the several Office Career Service Boards to insure more uniformity in carrying out career service principles. He summarized the three responsibilities for developing the Career Service Program, i.e.,

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a. that of the Board which is responsible for advising the Director and for providing guidance to the Personnel Office,

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b. that of the Personnel Office which is responsible for the administrative task of implementing the Career Service to its fullest extent, and

c. that of the supervisor who in the last analysis is truly responsible for personnel management.

To the supervisor's part in carrying out the program, the Chairman attached the greatest importance.

3. The "Process of Selecting New Career Employees", item 2 on the agenda, together with the comments thereon made by all of the Office Career Service Boards, was discussed at length. This matter was referred back to the Professional Selection Panel with instructions to amplify the proposed procedure and re-submit recommendations to the Board, taking into consideration comments of the Office Career Service Boards.

4. The policy relating to training at non-CIA facilities, item 3 on the agenda, was approved. It was agreed, especially, that the proposed policy would apply to external training (add "external" in paragraph II 1); that the Office Career Service Boards should be used to screen training requests and to provide staff support in terms of career development planning to the Office Head who makes the recommendations to the Director of Training (substitute "recommended" for "determined" and add "and approved by the Office Head concerned" in paragraph II 1 c; substitute "endorsement" for "affirmative recommendation" and "recommendation" for "endorsement" in paragraph II 3 a); that the policy should provide firm guidance but be sufficiently flexible and not restrictive or rigid (substitute "normally" for "only" in paragraph II 1); and that requests for training at Department of Defense schools would be forwarded only when endorsed by the Office Career Service Board concerned (eliminate paragraph II 3 b).

5. The matter of the Executive Inventory, item 4 on the agenda, was tabled and referred to the Steering Group meeting to be held Monday, 1 June.

6. Oral reports on the progress of the Insurance Task Force and of the CIA Honor Awards Board were accepted (items 5 and 6 on the agenda).

7. The Board heard the presentation by [REDACTED] respecting proposed Career Designations SP and CL for personnel performing administrative support functions and for clerical personnel, respectively, in the DD/P complex. The proposal also envisaged the establishment of Career Boards in the DD/P complex to be responsible for the career planning for these groups of personnel. Colonel White presented the problem of administrative support personnel from the point of view of the DD/A. It was agreed by the Board that Messrs. [REDACTED] and White would attempt to solve the problem and that in the meantime

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- 2 -

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S-E-C-R-E-T  
Security Information

no Career Designations would be established in this area. [Subsequently, Messrs. [REDACTED] and White agreed that administrative support personnel in the DD/P area would receive either the "A" Career Designation and be referred to the DD/A's Career Service Board or a Career Designation referring them to one of the other Boards in the DD/A area, i.e., "PE" to Personnel, "BF" to Comptroller, etc.; that the "SP" Career Designation would not be used; and that a DD/P Administrative Career Service Board would not be established.] It was also agreed by the Board that the DD/P area would establish a Career Designation for clerical personnel in grades 2, 3, 4, 5 and 6 and would organize a sub-board responsible to the DD/P Career Service Board to supervise the career planning for this group of persons.

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8. The meeting was adjourned at 1720 to reconvene at the call of the Chairman.

[REDACTED]

Executive Secretary

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- 3 -

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Security Information

NOMINATION OF NEW ROTATING MEMBER

Mr. Sherman Kent's membership on the CIA Career Service Board ended on 30 June 1953. (Agency Notice  
[REDACTED] dated 16 January 1953)

It is necessary for the Board to nominate for the Director's approval a successor to serve for the period 1 July 1953 through 31 December 1953.

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TAB

NO TAB #3

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Security Information

Staff Study - "Career Development Slots"

This Staff Study proposes a solution to current inadequacies of the Rotation Loan Slot arrangement including the problem of the use of JOT slots for development actions outside the scope of the JOT program.

The Staff Study was prepared in consultation with the Office of Training and the Personnel Office.

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~~Security Information~~

26 June 1953

TO : Chairman, CIA Career Service Board  
FROM : Executive Secretary, CIA Career Service Board  
SUBJECT: Staff Study "Career Development Slots"

1. PROBLEM. To devise effective procedures to facilitate the accomplishment of planned activities which require an individual's absence from his assigned work for extended periods for career development purposes.

2. FACTS BEARING ON THE PROBLEM.

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- a. CIA [REDACTED] established fifty Rotation Loan Slots, which were "open" with respect to grade, to be administered by the CIA Career Service Board. Forty of these slots were allocated among the various Offices and ten were held in reserve by the CIA Career Service Board. (See Attachment A.)
  - b. Only eleven of the allocated Rotation Loan Slots are being used currently. (See Attachment B.)
  - c. Most of the Career Service Boards in the DD/P area have abandoned the use of Rotation Loan Slots.
  - d. Currently eleven individuals from Offices other than the Office of Training are assigned to Junior Officer Trainee Slots of the Office of Training to facilitate training development actions which do not properly fall within the scope of the Junior Officer Training Program.

3. DISCUSSION.

- a. The "rotation" concept and the use of Rotation Loan Slots have been generally misunderstood. Various Offices have attempted to use such slots for the initial appointment of new personnel, for routine overseas assignments, and to increase T/O authorizations and personnel ceilings.

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S-E-C-R-E-T  
Security Information

- b. Awareness of the desirability of using Rotation Loan Slots has varied throughout the Agency. Three DD/I Offices have expressed need for Rotation Loan Slots in addition to their initial allotments, while most of the other Offices have not used their allotted slots.
- c. The apportionment of Rotation Loan Slots to the various Offices on a permanent basis has dispersed administrative responsibility among components with divergent concepts of "rotation" and has prevented effective Agency control of the use of the slots.
- d. To accommodate other Offices of the Agency who have demonstrated legitimate need for long range training slots, the Office of Training has made eleven Junior Officer Trainee Slots available, inasmuch as there were vacancies in JOT Slots. Increased activity of the college consultant program will shortly require that all JOT Slots be filled with Junior Officer Trainees.

4. CONCLUSIONS.

- a. Rotation Loan Slots, as currently provided, have not effectively served the needs of the Agency during the first year of operation of the Career Service Program.
- b. Effective procedures to meet the problem should:
  - (1) Provide definite points of responsibility, under the supervision of the CIA Career Service Board, for the review of the merits of individual development plans requiring Career Development Slots;
  - (2) Provide for the allocation of individual Career Development Slots on the basis of justified need rather than according to an arbitrary system of apportionment.

5. RECOMMENDATIONS.

- a. That all Rotation Loan Slots previously allotted by the CIA Career Service Board be withdrawn from the various Offices of the Agency; and, that the original fifty Rotation Loan Slots be redesignated as Career Development Slots, and retained under the jurisdiction of the CIA Career Service Board for allotment purposes.

- 2 -

S-E-C-R-E-T



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Security Information

- b. That Career Development Slots shall be "open" to any grade. They shall be in excess of the T/O and the personnel ceiling of the sponsoring component except when they are occupied by individuals in grades GS-16 and above. In no case will individuals grade GS-16 and above be assigned to Career Development Slots when such action would lead to an increase in the super-grade ceiling.
- c. That Career Development Slots be allotted on an individual basis to the various Offices of the Agency by the CIA Career Service Board for training and other career development purposes. Such slots shall be allotted to facilitate development actions which are properly justified and which require an individual's absence from his assigned work for longer than six months.
- d. That the allotment of a Career Development Slot to an Office will terminate upon completion of the training or other career development action for which the slot was allotted; and, that the Office concerned will be required to plan for the individual's reassignment within its normal personnel ceiling.
- e. That the Director of Training review the present use of those Junior Officer Trainee Slots being encumbered by other Offices for development purposes and, as appropriate, recommend to the CIA Career Service Board the allotment of Career Development Slots to accommodate the individuals concerned; and, that the Assistant Director (Personnel) review the present use of Rotation Loan Slots and, as appropriate, recommend to the CIA Career Service Board the allotment of Career Development Slots to accommodate the individuals concerned.
- f. That whenever Career Development Slots are required for the purpose of providing training under the provisions of Public Law 110, and in accordance with applicable CIA Regulations, the allotment of slots by the CIA Career Service Board will be made on the basis of recommendations by the Director of Training in each case. In such instances, Office Heads and Staff Chiefs shall process Training Requests to the Director of Training indicating that the training requires the allotment of a Career Development Slot. The Director of Training shall act upon each Training Request and recommend to the CIA Career Service Board the allotment of a Career Development Slot in those instances where the Training Request meets all conditions prerequisite to official approval.

- 3 -

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~~Security Information~~

- g. That whenever Career Development Slots are required for the purpose of providing career development action other than training as provided for under Public Law 110, the allotment of slots by the CIA Career Service Board will be made on the basis of recommendations by the Assistant Director (Personnel) in each case. In such instances, Office Heads and Staff Chiefs shall process such requests to the Assistant Director (Personnel) in accordance with applicable CIA Regulations, indicating the plan of a career development action which requires the allotment of a Career Development Slot. The Assistant Director (Personnel) shall review such career development plans and recommend to the CIA Career Service Board the allotment of a Career Development Slot in those instances where the request meets all conditions prerequisite to official approval.
- h. That assignment of an individual to a Career Development Slot shall be processed by a Personnel Action Request (Form 52) which indicates approval by the CIA Career Service Board. The Assistant Director (Personnel) shall maintain the records of the utilization of Career Development Slots.

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Attachments  
A and B

- 4 -

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